A 3D Rubik's cube is the central focus of the image. The cube is composed of smaller cubes, each featuring a different space-related image. The images include a satellite, a rocket launch, a space station, a galaxy, and a close-up of a spacecraft. The cube is set against a dark, circular background that resembles a planet's surface or a view from space.

Conflict Management Program

BUILDING A CULTURE OF COLLABORATION

ALL WORKPLACES EXPERIENCE CONFLICT...THE TRICK IS TO MANAGE IT CONSTRUCTIVELY.

Conflict Management Program: The Concept

As NASA strives to meet the needs of the 21st century workplace the Agency is finding new and innovative approaches in all areas of its operations. The Conflict Management Program (CMP) is one such approach. Like NASA itself, CMP is dynamic, adaptable to changing needs, and ready to meet the challenges and take full advantage of the opportunities presented by our evolving environment and our ever-increasing diversity.

CMP is designed to help Agency-wide organizations maintain open and effective lines of communication needed to optimize mission success at all levels. More specifically, CMP provides managers and employees with conflict management tools and techniques to explore the sources of conflict and to create an environment in which effective methods of communication and engagement are consistently utilized. This enables both individuals and organizations to respond more constructively to workplace conflict when it arises, as it inevitably does.

CMP has been recognized by the Office of Personnel Management (OPM) as a highly innovative and proactive program, and OPM's No FEAR Act report to Congress cited the CMP as a Best Practice.





CMP and the Workplace Environment

Individual Benefits

First and foremost, CMP is benefiting NASA managers, supervisors, and employees at an individual and interpersonal level. An analysis of course participant evaluations indicates that CMP is helping to create

- Better working relationships between managers and employees, co-workers, and team members.
- Expanded use of resolution skills to prevent and manage conflict, with benefits beyond EEO.
- Enhanced individual productivity and efficiency.
- A workplace environment in which employees feel they may safely raise concerns.

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Institutional Benefits

At NASA, as at any organization, workplace conflicts that remain unresolved are known to negatively affect individual and group productivity, decision making, team building, and employee retention. Conflicts that remain unresolved over a period of time can become more personal, interfere more with valuable work relationships, polarize critical teams, create absenteeism, and in many instances lead to grievances, complaints, and sometimes even legal actions. This amounts to a huge investment of time and resources expended on addressing and resolving conflict that needn't have occurred in the first place.

CMP is uniquely positioned to address these critical workforce environment issues in a Center-by-Center fashion. CMP has enabled NASA to focus as an Agency on addressing workplace conflict-related problems and concerns, especially conflict that results from lack of trust and/or ineffective communication laterally and vertically. The CMP approach is designed to reduce the need for third-party intervention, such as the EEO complaint process and other formal processes, thereby helping individuals and organizations across the Agency to maintain maximum focus on mission accomplishment.

Moreover, as managers and employees gain greater competency in handling conflict constructively, there are additional benefits that come with more “conflict competent” organizations, such as the financial savings from reduced turnover and absenteeism rates and the retention of the knowledge and skills of experienced workers and managers.

Finally, but no less importantly, there are decision-making benefits to handling conflicts constructively. For instance, more diverse inputs are likely to be considered and incorporated into better, more innovative decisions and technical solutions. Decision makers are likely to get more candid feedback from key employees on the results of decisions in time to take appropriate corrective action, if needed.





Educational and Interactive Opportunities

CMP is a multifaceted program of needs assessment, education, awareness, consultation, and training designed to provide managers, supervisors, and employees with effective tools and strategies to resolve workplace conflicts at the earliest possible stage. CMP provides a suite of training and consultative opportunities, both classroom-based and online that includes

- **Basic Conflict Management Training:** This is a one-day, classroom-based training focused on effective communication, trust-building, collaborative problem solving, and basic conflict resolution skills for managers and employees.
- **Web-based Conflict Management Refresher Training:** This is an eLearning module that provides a follow-on to the Basic Conflict Management classroom training and reviews the core concepts of conflict prevention, management, and resolution.
- **Conflict Management Team Training:**
 - **Training for High Performing Teams**—This one-day classroom training identifies the necessary components of high-performing teams and barriers to high performance. It focuses on common causes of conflict within and across teams and the skills needed to prevent conflict and address it effectively.





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- **Intact Team Training**—This one-day classroom training is designed to help teams develop the skills necessary to use conflict to the team's advantage rather than allowing it to become a barrier to the mission. Through the analysis of team process and team dynamics, teams will be prepared to build better relationships, and to move from awareness, to understanding, and then to effectiveness.
- **Executive Sessions:** These are 2 to 4 hour briefings for NASA senior leadership designed to provide an overview of the full-day basic Conflict Management training curriculum for employees and managers/supervisors. These sessions are tailored to the needs of senior leadership in terms of substance as well as course length.
- **Webinars:** These are interactive forums facilitated by professional trainers that offer managers and employees the flexibility to address specific conflict issues in real time. These may include key areas of challenge in the work environment that negatively impact productivity, job satisfaction, team morale, or workplace relationships.
- **Individual Conflict Consultations:** These confidential and voluntary sessions are, in many instances, used to avert EEO complaints or grievances. The sessions are between a trained professional and an individual whose goals focus on the prevention, management, and/or resolution of conflict.





CMP Points of Contact

The Agency Point of Contact (POC) for CMP is the Agency CMP Manager, Office of the Associate Administrator, Office of Diversity and Equal Opportunity who may be reached at 202-358-2167. The Center CMP POCs are as follows:

AMES RESEARCH CENTER

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Telephone: (650) 604-6510

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DRYDEN FLIGHT RESEARCH CENTER

Equal Opportunity Officer

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GLENN RESEARCH CENTER

Chief Equal Employment Opportunity Programs

Telephone: (216) 433-5538

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GODDARD SPACE FLIGHT CENTER

ADR Program Manager

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Fax: (301) 286-0329

WALLOPS FLIGHT FACILITY

EO Manager

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HEADQUARTERS

**Director, Equal Opportunity and
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Telephone: (202) 358-4589

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Director, Office of Equal Opportunity and Diversity

Telephone: (281) 483-0603

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Equal Opportunity Manager

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MARSHALL SPACE FLIGHT CENTER

EO Director

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NASA SHARED SERVICES CENTER

Equal Employment Manager

Telephone: (228) 813-6055

Fax: (228) 813-6002

STENNIS SPACE CENTER

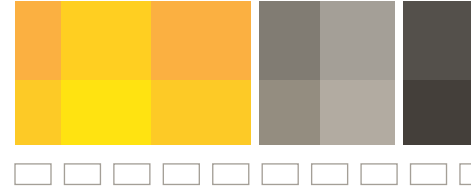
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For more information visit
<http://www.hq.nasa.gov/office/codee/>
or contact your Center's Equal Opportunity (EO) office.

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NP-2010-06-662-HQ